# ***INTRODUCTION***

Organizations are becoming aware of the importance of human resources. This awareness is generated by the realization of fact that people are a crucial dimension in organization effectiveness.

## ➢ Human Resource Development:

Human Resource Development means enhancing the capabilities of human beings by allowing them to undergo learning experiences. HRD is the creative design and co-mingling of strategies, as structures, systems, technologies and human beings in ways that promote both individual as well as organizational learning and builds as well as sustains organizational effectiveness (Lex Dilworth,2003).

## ➢ Training and Development:

Training refers to a planned effort by an organization to facilitate employee's learning of job related competencies. These competencies include knowledge, skills or behaviors that are critical for successful job performance. For a company to gain a competitive advantage, its training has to involve more than just basic skill development that is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills as well as advanced skills, an understanding of the customer and self motivated creativity. Quality training helps in quality employee development and performance. Training is therefore, a continuous process and has become an important function in the development and management of human resources.

Some of the **definitions** of training and development are a s follows:

- Oatey (1970) defines training as any activity which deliberately attempts to improve a person's skill at a task.
- Hesseling (1971) defines training as a sequence of experiences or opportunities designed to modify behaviour in order to attain a stated objective.
- Nadler (1971) has stressed the difference between 'training' which is concerned with present jobs, and 'development' which is concerned with future jobs.
- Lawrence S. Kleiman defines training and development as planned learning experiences designed to provide workers with the competencies needed to perform their current and future jobs.

Therefore, training is referred to as teaching specific job related skills and behaviour whereas development provides knowledge and understanding to individuals so as to enable them function more effectively in organizations through problem solving, inter personal relations and decision making.

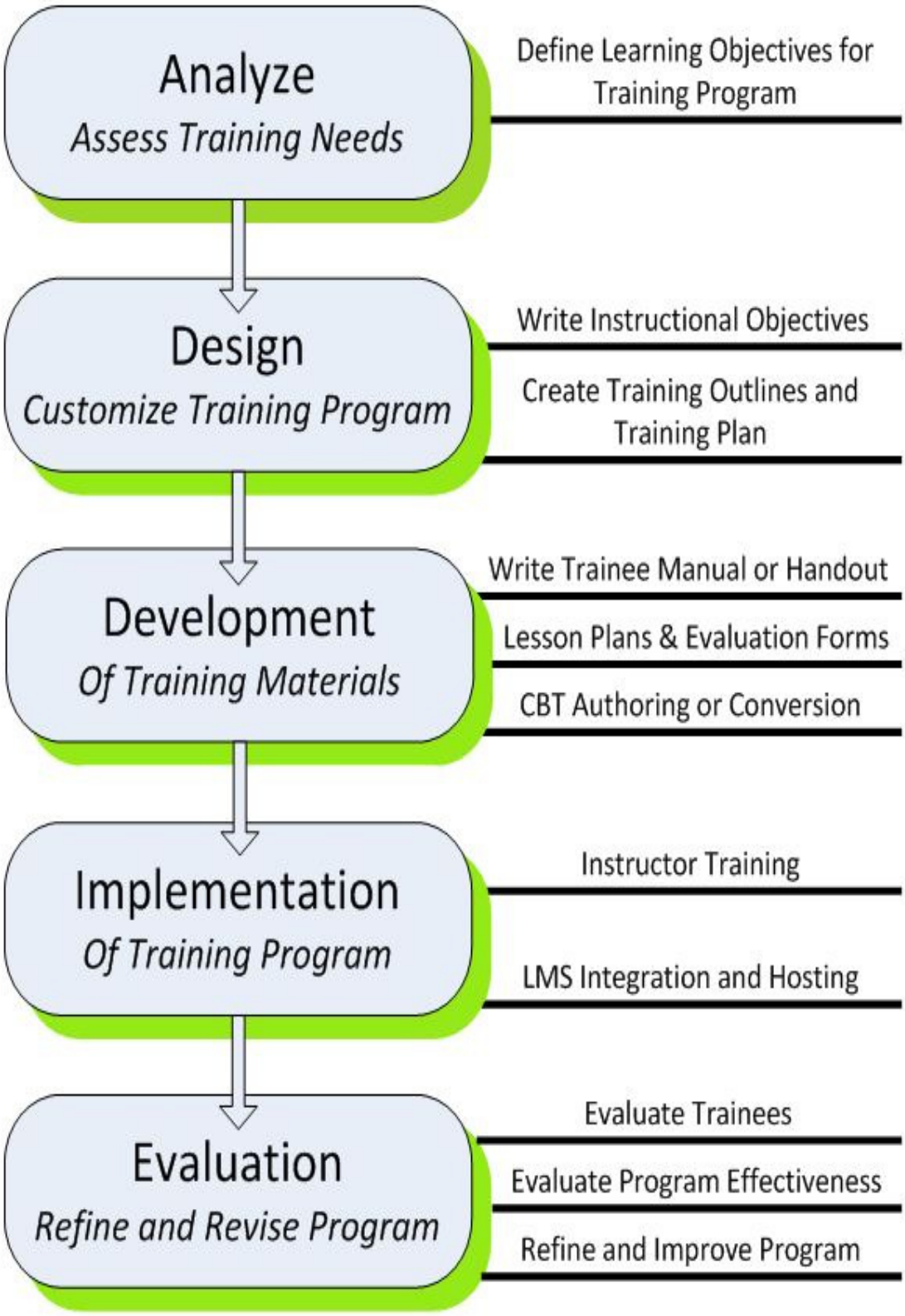
The training objectives are formulated in line with the company's goals and objectives. The major **objectives** of training are as follows:

- To prepare the employees, both newly recruited and already employed, to meet the present as well as the future requirement of the job and the organization.
- To train employees in the organization's culture and ethos.
- To train the employees in order to improve the work methods and skills so as to increase quality and quantity of output.
- To prevent obsolescence.
- To prepare employees for higher level responsibilities.

- To increase the efficiency and effectiveness of employees by updating them on latest concepts and techniques.
- To facilitate succession planning i.e. to build up a second line of competent employees.
- To reduce supervision wastage and accidents.
- To ensure economical output with high quality.
- To develop inter personal relations.
- To foster individual and group morale with positive attitude and cordial relations.

Training and development is a systematic process which is a base for designing and implementing training programmes in various organizations. The **process** is as follows:

strategic training and development process
Business Strategy
Strategic training and development initiatives
Training and development activities
Measures that show value of training
- Mission
- Values
- Goals
- Diversify the Learning Portfolio
- Improve Customer Service
- Accelerate the Pace of Employee learning
- Capture and share knowledge
- Use web-based training
- Make development planning mandatory
- Develop web sites for knowledge sharing
- Increase amount of customer service training
-Learning
- Performance improvement
- Reduced customer complaints
- Reduced turnover
- Employee satisfaction




**Invensys Simulator Training Development Process**

## ➢ Training Effectiveness:

Training Effectiveness is an indication that the training efforts are making a visible difference and a positive impact in those areas of application after the training is completed. Training effectiveness is a study of characteristics of the individual, training and organizational that affects training processes. It focuses on the learning systems as a whole thus providing a macro view of training outcomes. Effectiveness is the degree to which the organizations output correspond to the need and wants of the external environment that include customers, suppliers, competitors and regulatory agencies. It is a measure of the appropriateness of the goals chosen and the degree to which they are achieved.

## ➢ Aviation Industry in India:

Indian Aviation industry can broadly be divided into military and civil aviation. According to the International Air Transport Association (IATA), India is the fastest-growing aviation market.

On the basis of **market size**, India is the ninth largest civil aviation market in the world having a potential of becoming third largest aviation market by 2020. It recorded an air traffic of 163 million passengers in 2013, estimated to be 60 million international passengers by 2017. The market is also estimated to have 800 aircraft by 2020. In 2015, Boeing projected India's demand for aircraft to touch 1,740, valued at $240 billion, over the next 20 years in India. This would account for 4.3 per cent of global volumes. According to Airbus, India will be one of the top three aviation markets globally in the next 20 years. Airbus is expecting an annual growth rate of over 11 per cent for the domestic market in India over the next ten years, while the combined growth rate for domestic and international routes would also be more than 10 per cent.

The **history** of Aviation in India traces back to 18 February 1911, when the first commercial civil aviation flight took off from Allahabad for Naini over a distance of 6 miles (9.7 km). During the Allahabad Exhibition Henri Pequet, a French aviator, carried 6,500 pieces of mail on a Humber-Sommer biplane from

the exhibition to the receiving office at Allahabad, marking the world's first official airmail service.

- Pre-independence

In December 1912, the first domestic air route between Karachi and Delhi was opened by Indian Air Services. Tata Sons Ltd., the first Indian airline, started a regular airmail service between Karachi and Madras three years later without any backing from the Indian government. On 15 October 1932, J.R.D. Tata flew a consignment of mail from Karachi to Juhu Airport. His airline later became Air India (AI).

- Post-independence

In 1948, the Government of India and Air India set up a joint sector company, Air India International, to further strengthen the aviation industry of India. As part of nationalization in 1953, Indian Airlines (IA) brought the domestic civil aviation sector under the purview of the Indian government. Through the mid 1990s, government-owned airlines dominated the Indian aviation industry.

- Open-sky policy

When the government adopted the open-sky policy in 1990, along with other liberalization policies, the Indian aviation industry underwent a rapid transformation following deregulation in 1994.

The **major players** in Indian Aviation industry can be described under two broad categories i.e. full service and low cost airlines. Full service airlines in India are Air India (the only public sector undertaking), Jet Airways and Vistara. Low cost airlines include Indigo, Spicejet, Go Air, Jet Lite, Air India Express and Air Costa. All the above mentioned airlines are of Indian origin.

## ➢ Cabin Attendants:

Cabin Attendants are known as the "FACE OF AN AIRLINE". A Cabin Attendant is a trained person who is responsible for looking after the passengers on an aircraft. In addition to make passengers comfortable on board, the Cabin Attendant is also responsible for seeing that safety regulations are obeyed and passengers know what to do in case of an emergency. It is the impact of training effectiveness that a Cabin Attendant is confident enough to take care of the safety of so many passengers at 36,000 ft.

A job of a cabin attendant to people generally, is perceived as cabin crew members are bearers in sky who serve food and look after comfort of the passengers. With all practicalities, the actual paramount duty of the cabin crew is to look after the safety of the passengers on board which is not an easy job when you are responsible for so many lives.

The training of a cabin attendant is very rigorous as they are trained on the type of aircrafts they fly, handling emergencies, usage of emergency equipments, aviation security, technical knowledge of types of dangerous goods, aviation governing bodies and their regulations, customer service, grooming and with all this they need to become a certified first aider on board.

As an employee, along with these broad categories, they are also trained for the attainment of organizational objectives and goals, policies and practices to be followed, standard operating procedures, organizational cultures and other related components.

Each cabin attendant shall successfully undergo the following training programme duly approved by the Directorate General of Civil Aviation (governing aviation body in India):

- Initial Training
- Type Training: Before operating any particular type of aircraft.
- Differences Training: Before flying different variant of a particular type of aircraft.
- Familiarization Flights
- Recurrent Training: Covering the actions assigned to each crew member in evacuation and appropriate normal and emergency procedures and drills relevant to the types and variant of aircrafts, every 12 calendar months.
- Extensive Refresher Training: For absent from flying duties for more than 6 months.

# ***REVIEW OF LITERATURE***

A literature review is written approach to examine the published information on a specific area of research. It is used to create a platform and justification for research or to demonstrate knowledge on the current state of area. The purpose is to analyze critically various segment of a published literature of knowledge through summary, classification of prior research studies, reviews of literature and theoretical articles. In relevance to this study, **review of literature** is as follows:

Training leads to an improved Nurses performance, it is the responsibility of employees to actively participate in training programme and apply knowledge & skills gained from training in their work. This survey was conducted for understanding the effectiveness of training among nurses (**Rajan D, 2015).** A study on State Bank of India was conducted to analyse the training activities, methods & effectiveness of training and to ascertain the views of trainers and trainees on different aspects of training. Both the trainers and trainees, differ significantly on their views towards the objectives of training. Therefore it was identified that training improves ability to handle customers, to improve on their satisfaction **(Mohanty P. and S. Sahoo, 2015).** To measure the effectiveness and efficiency of the human resources training function at "Orange Jordan", one of the telecommunication companies in Jordan. It was concluded that change brings the development & satisfaction of employees with the training cycle and have a significant impact on the department productivity (**Shehada M. and F. Alkhaldi, 2015).**

It is most crucial for services business to keep their employee's knowledge and competencies up to the mark because of the global saturation occurring in services. Study concluded that there is a strong relationship between T&D and employee performance (**Imran M. and A. Tanveer, 2015).** One of the studies conducted on airline cabin crew and ground staff on influence of emotional labour on their general health, identified that emotional labour & deep surface acting does not significantly influence the general health of airline employees **(Baruah,R. and H. Patrick, 2014).** The rise and fall of many organizations is a reflection of how adaptive, flexible and focused they are with the changing pattern. The rapid change in technological innovation and advancement has become an indispensable means for organization to equip their employees with the required skills and abilities which are acquired through consistent training to

stand against competitive forces. Therefore, to achieve best results from T&D initiatives there must be a deeper understanding on the need for training evaluation (**Abeguki, E., S. Paul, O. Akinrole and A. David, 2014).**

A study on the factors affecting Vietnam Airlines service quality and passenger satisfaction was conducted to investigate and evaluate the overall service quality dimensions of airline services. The results indicated that better employee's services, facilities, image, timeliness, ground service, safety, baggage service and perceived service quality were positively associated with passenger satisfaction (**Khuong, N. and L. Uyen, 2014).** To determine need of T&D programme and ascertain the value of every T&D programme, a study on training and development programme and its impact on the performance of senior administrative staff in the Nigerian university system was conducted and concluded that T&D component for this staff was completely neglected and there is a need for designing frequent training programmes (**Nnadi, Chukwuemka, 2014).**

Employee training and development evaluation within the service industries in Nigeria revealed that to achieve best results from T&D initiatives there must be a deeper understanding on the need for training evaluation (**Ugoji C. and C. Mordi, 2014).** To enhance air travel safety and alleviate tourism concern, cabin crew is critical to the cabin safety performance of airlines yet has received limited research attention. Cabin crew's positive perception carry's out upward safety communication and managers need to create family like environment (**Chen C. and S. Chen, 2013).** A study on effects of airline's cabin crew training on their flight safety performance revealed that training syllabus positively affects skills-learning, it has positive effect on operational performance and flight safety performance, which directly affects flight safety performance (**Chang H., M. Liao and C. Kuo, 2013**).

For measuring the level of performance in terms of imparting training & evaluation of impact of training on employees' performance, training leads to an improved employees' performance but it is not a sole factor that leads to good performance, therefore it is a combination of factors (**Bhat, Z, 2013**). Research for analyzing efficiency level of Indian Airlines, Jet Airways, Indigo, Kingfisher and Jetlite was carried out to identify significant service quality factors & their impact on both Internal and External customer satisfaction. Data Analysis reveals that the balance between work and personal life (proper stress management) leads to employee job satisfaction (**Mitra,D, 2013).** A study of factors affecting service quality of passenger in service department of airlines-Airasia, Thailand, identified factors which affect the service Qualities. They are personality of staff, language competency, attitude, staff's health, salary, workloads, working environment, staff training, company policies and quality

controls at work(**Ratanakomut,S. and N. Kitcharoen, 2013).**

For determining the relationship of training, correlation of development, relationship of on and off the job training with job performance was conducted in Pakistan. This study concluded that there is a positive relationship between training and job performance (**Amin,A., R. Saeed, R.Lodhi, Mizna, Simra and A.Tehreem, 2013).** Research on assessment of training needs for the hospitality industry: a case study of hotels in Rajasthan suggested that management is completely unaware from the importance of training & its impacts on services delivered, excluding Taj & Oberoi Hotels (**Rathore,A.and N. Maheshwari, 2013).** Effects of human resource practices on internal influence and external representation, a empirical study of flight attendants identified that there is no significant impact of both empowerment and training on organizational commitment but hr practices can affect job satisfaction level (**Limpantgul, Thanawut, Jirotmontree and Atthaphol, 2012).**

To study the effectiveness of training imparted at Food Corporation Of India and to understand the perception of employees towards training, results indicated that trainings imparted in organization are not adequate. Therefore, lack of trainings resulted in non eligibility for promotions of the younger staff (**Arora,P. and Anamika, 2012).** With the objective to perceive the role of training and examine training programmes, study on effectiveness of training and development programmes of UPSTDC, India concluded that step by step approach towards improving professionalism is essentially required. The reasons for failure are lack of incentives & initiatives by management (**Hamid,S, 2011).** There is no relationship between T&D practices & hotel characteristics was stated in a study on training and development practices in Indian hotel industry when comparison was made chain and non-chain hotels. Analysis proves that chain hotels use better T&D practices than non chain hotels (**Chand, M. and A. Ambardar, 2011**).

A comparative study between Indian public and private (low cost) airlines with respect to their passenger service to identify important factors in passenger service concluded, there is a need to adopt some vertical and horizontal cross training. Public Airlines to focus more on customer satisfaction (**Mitra,D, 2010).** Training facilitates improvements in personalities. Research on training and development on attitudinal and behavioural aspects in ascertaining differences between managers, engineers & executives stated that counselling, personal interviews, discussions & brainstorming should be conducted (**Jayashree, V. And S. Rani, 2010).** A study on the impact of improvisation training with objective to examine the value, training tool used for developing front stage service employees, as cabin crew in Aer Arann, a regional Irish airline states, training leads to an improved employees' performance & new

hires recommended it should be incorporated into the airline's regular induction training programme (**Daly A., S. Grove & M. Dorsch and R. Fisk, 2009**).

There are multi-cultural factors in the crew resource management environment, promoting aviation safety for airline operations for both cockpit and cabin crew. The study supported mixed CRM with positive reviews from both. Improved communication results increase in safety (**Metscher D., M. Smith and A. Alghamdi, 2009).** For identifying the methods of Qantas Airways to develop CRM competencies for cabin crew, and process for developing their use and assessment, ESB study is used to develop behavioural markers using the scientific method but requires scientific validation. The study provided extensive database of positive outcome (**Simpson, P., C. Owens and G. Edkins, 2005**).

# ***RESEARCH GAP***

- After reviewing the published research work, it has been identified that training programmes are essentially required for employees working with an organization.
- Need for training is almost there in all the sectors and different industries, on regular basis, for enhancing their skills, knowledge and behaviours.
- Research has been conducted on training effectiveness in industries like banking, tourism, hotels, public organizations and educational institutions but no research study for analyzing training effectiveness in Aviation industry for Cabin Attendants in India.
- In Aviation sector, research studies are conducted related to the customer satisfaction, CRM and other key areas.
- Rapidly growing Aviation Industry needs more professionalism in terms of passenger safety and service aboard. So, a research carried to study the effectiveness of training for cabin attendants becomes vital.
- There are structured pattern and professional training designs for the airline employees. Therefore, there is research gap is identified, wherein effectiveness of these training designs can be studied in Aviation Industry of India.

## ***MODEL OF STUDY***

The model, to evaluate the effectiveness of training programmes used for this study will be Kirkpatrick's model. This model was proposed by Donald Kirkpatrick in 1967. The model helps in identifying the effectiveness of training, with the help of 4 different levels. They are as follows:

Level 1 Reaction | Level 2 Learning | Level 3 Behavior | Level 4 Results

**The Kirkpatrick Model**

**Level 1: REACTION**

To what degree participants react favorably to the learning event

**Level 2: LEARNING**

To what degree participants acquire the intended knowledge, skills and attitudes based on their participation in the learning event

**Level 3: BEHAVIOR**

To what degree participants apply what they learned during training when they are back on the job

**Level 4: RESULTS**

To what degree targeted outcomes occur as a result of learning event(s) and subsequent reinforcement

# ***THEORETICAL FRAMEWORK***

| Independent Variable | Dependent Variable |
|---|---|
| Training programmes | Efficiency |

Efficiency (Dependent Variable) will be evaluated on the basis of:

- Self Appraisal by Cabin Attendants
- Feedback by the Customers (Passengers)

The **parameters** for dependent variables selected for study, to evaluate the effectiveness of training programmes are as follows:

- Knowledge
- Safety of employees
- Quality of work
- Motivation
- Performance
- Level of supervision
- Training need assessment
- Grooming
- Skills
- Better career opportunities
- Healthy interpersonal relationships
- Pay & promotion
- Employee satisfaction.

## ***SCOPE OF THE STUDY***

This study aims at ascertaining the effectiveness of training programmes for the cabin attendants in Indian aviation industry. As there are many airlines operating in the Indian aviation markets so, this study will be restricted to Air India and Indigo airlines. Further the study will include both Primary Data (Questionnaire) to be filled by the cabin attendants from both the airlines (Delhi and Mumbai bases) and Secondary Data (Books, Journals, magazines, case study, etc.). Here, to study the effectiveness of training, a separate questionnaire will be used for airline customers to know there perception regarding cabin attendant's performance on board. To evaluate the effectiveness of training programmes, four levels of Kirkpatrick's model will be the base i.e. reaction, learning, behaviour and results.

## ***OBJECTIVES OF THE STUDY***

This study will be conducted to achieve the following objectives:

- To study the present training systems adopted by Full Service and Low Cost Airlines in India.
- To evaluate the effectiveness of training programmes on efficiency of cabin attendants through different training variables from the view point of cabin attendants.
- To identify the personal reactions of cabin attendants towards the training and learning experiences.
- To examine the changes in overall development of skills and behaviour of cabin attendants at workplace post training.
- To analyze the outcomes of training programmes with respect to cabin attendants and customers.

## ***HYPOTHESES***

**Hypothesis 1:**

$H_{01}$: There is no significant impact of training programmes on efficiency of cabin attendants.

$H_{a1}$: There is significant impact of training programmes on efficiency of cabin attendants.

**Hypothesis 2:**

$H_{02}$: There is no significant difference between perceptions of customers regarding efficiency of cabin attendants.

$H_{a2}$: There is significant difference between perceptions of customers regarding efficiency of cabin attendants.

## ***RESEARCH METHODOLOGY***

**Research Design**

Research design is a plan, structure and strategy of investigation conceived so as to obtain answers to research questions. A detailed outline of how an investigation will take place. A research design will typically include how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected.

This study will be **Exploratory, Descriptive and Empirical** in nature.

**Universe of the study:**

The Universe for this study will be **the Cabin Attendants of Air India and Indigo Airline.** To study the customer perception, the universe will be **the potential airline customers across India.**

**Sample Details:**

Sampling is simply the process of learning about population on the basis of sample drawn from it. There are two types of sampling techniques a) probability sampling b) non probability sampling. The sample details for this study are as follows:

- **Sampling Technique:** Stratified Random Sampling
- **Sample Frame:**
  - ✓ Cabin Attendants from Delhi and Mumbai Base of Air India and Indigo Airline.
  - ✓ Customers of Air India and Indigo Airline.
- **Sample Size:** Sample size has been determined using Krejcie & Morgan table (1970). The sample size for conducting the study is as follows:
  - ✓ **Air India Cabin Attendants – 338**
  - ✓ **Indigo Airline Cabin Attendants – 287**
  - ✓ **Airline Customers – 385**

**Data Collection**

For the purpose of this study the sources for data collection will be as follows:

- **Primary Data sources:** It will be collected with the help of questionnaire, to be filled in by the respondents (cabin attendants and customers).

- **Secondary Data sources:** It will be collected with the help of Case studies, Books, Journals, Magazines, Newspapers, Websites and other published sources.

**Tools and Techniques**

The below mentioned techniques and tools will be used in order to derive the results of the study. The techniques used will be:

- **For Descriptive Statistics:** Arithmetic Mean, Standard Deviation and Weighted Average.
- **For Data Reduction:** Exploratory Factor Analysis (EFA).
- **For Checking the Reliability:** Cronbach Alpha
- **To test the Hypotheses:** Correlation and Regression.

## ***LIMITATIONS***

- The study is limited to Air India and Indigo Airline's cabin attendants.
- The study will be restricted only to the Delhi and Mumbai bases (northern & western regions) of Air India and Indigo Airlines.
- Study will only be based on cabin attendants and other airline staff will not be considered in this.
- The personal views, biasness and opinions of the respondents will affect the quality of data.

# ***SCHEME OF CHAPTERIZATION***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